

**Module E Section 3**  
**Conflict Resolution and Negotiation**  
**Quiz**

1. Conflict is often difficult because of emotions that participants in the argument experience. Even though many types of professionals, including Support Brokers, may try to maintain some level of personal distance to shield themselves from becoming overwhelmed with emotions, it is often a challenge to remain neutral. In your readings, you met Ginny. Ginny is a young woman who just graduated from High School. Her family wishes to have Ginny remain at home and engage with the services and supports that were “the plan” for her life post-graduation. Ginny’s greatest desire is to be like everyone else, and most of the people she knows from school are moving out of their families’ homes and into apartments. Ginny’s Circle of Support includes her parents, her aunt, two of her neighbors (both the age of her parents) and an aide she had at school (an older woman who has been like a grandmother to Ginny). Ginny has asked for your help to accomplish her dream of moving out into an apartment.

Choose the answer that DOES NOT use good PLANNING GUIDELINES for the potential conflict that will occur between Ginny and her family.

- A. Ginny has benefited from her Circle of Support greatly over the last few years. However, they seem to still see Ginny in her role as a child in the family. As Ginny’s Support Broker, I would like to talk to Ginny about inviting her same-aged cousin and the youth pastor from their church to consider being a part of her Circle. Perhaps this will assist Ginny to feel more supported as the team brings their talents to bear on Ginny reaching her goal.
- B. It is clearly time to meet with Ginny’s parents about their idea of independence. They have not embraced Self-Determination to its fullest extent. I do not think Ginny should have to endure a lecture by her entire Circle of Support either. I will set ground rules for Ginny’s parents stating that the goal is for Ginny to live on her own. If they do not want to help, they should not come to the meeting.
- C. Ginny’s last person-centered planning session, was focused on Ginny as a high-school student. Ginny and I should set up a meeting with her Circle of Support (and anyone else Ginny feels would be a support) to discuss her goals. The PATH tool might be particularly helpful to identify the goal, challenges and who can help address them in reaching Ginny’s aspirations.
- D. When talking to Ginny about moving out, it is easy to tell she is only eighteen! She does not want to have a discussion about what some of the challenges are to moving out (finding an affordable, safe, comfortable apartment, how to pay for setting up an

apartment, how to cover expenses, etc.) even though that would help us address what we need to do to reach her goal. If I can assist Ginny to identify what part of moving out is important to her and relay this to her Circle of Support, then perhaps she will listen as they identify what part of moving out is important to them (safety, being responsible with friends, work/school). Then we can slowly move towards Ginny's goal.

2. There are several important factors to being a good listener. Which answer provides the best summary of effective listening?
  - A. Listening involves all parties attempting to hear each other without judgment or becoming defensive. When confusion occurs or participants do not feel *they are being understood*, it is helpful to ask for clarification before moving on to another point. Also, it can help to remind participants to focus on the employer and to empathize with what he or she is experiencing.
  - B. Listening is a choice. We can not make another person choose to listen. As a Support Broker, you may have the tendency to talk more than you listen. That is your personality type and there is nothing you can do about it.
  - C. Listening tends to be most influenced by people who are good communicators. If a participant cannot get their meaning across, it can be quite difficult to get anyone to listen.
  - D. Effective listening is not something you can just do; it takes years to perfect and is rarely possible before the age of fifty.
  
3. This section discussed bargaining techniques (Integrative and Distributive) and the concept of the "win-win" situation. How could you help to identify the "win-win" aspects of Ginny moving out?
  - A. Ginny will win when she moves into her own place; however, as with many young people, the chances of failure are high. Her support system must understand that Ginny will learn best through failure. When she fails and needs help with bills or has to move back home, then her support system will win without being the bad guys. It will take a little time, but it should help Ginny be more reasonable in the future.
  - B. To be realistic, I believe Ginny's situation can only be described as a "win-lose" situation. If Ginny wins by getting her apartment, Ginny could also lose her safety, her money and her pride in being

independent. If her support system wins, they could also lose Ginny's cooperation and the family stability they have always had. As her Support Broker, I must concede that there are very good points made by both Ginny and her support system, but I have to ultimately convince Ginny that a "win-win" is not possible at this point.

- C. The first step would be to clearly identify what Ginny means by wanting to move out. What is most important to her at this time in her life? What role does her boyfriend play in this process? Perhaps by presenting these ideas in a neutral way, Ginny's support system can start to offer ways to begin to address these ideas (for example: curfew restrictions, how to say no and be respected, how to have independent relationships). Ginny wins by gaining more of what she wants and her support system wins by seeing Ginny as a person who will continue to grow and express desires and needs that should be respected.
- D. It is a "win-win" situation for Ginny when she gets to move out because *she gets to move out*. She will no longer be under her parent's roof and she can do as she pleases within reason. The fact that her parents are concerned is not in line with the principles of Self-Determination. What is most important at this time is that she gets to do what she wants to do and what all of her peers are doing.

- 4. When a conflict arises between two or more people on a team, or if a problem arises between two or more people related to your employer and you are negotiating the conflict, what is key to successful conflict resolution?
  - A. Ask one person to speak at a time and present their side of the issue. Avoid criticizing the speaker and suggest that others do the same. Ask for clarification when a point is unclear.
  - B. Eliminate the possibility of conflict by meeting with each party privately. You will hear each side, but they will not. This way you avoid a confrontation.
  - C. Identify clear objectives for the meeting and include ground rules.
  - D. A and B only
  - E. A and C only.
- 5. In your readings, you met Joe and he has a problem with his transportation provider, Vivian. Vivian contracted with Joe to provide transportation no less than five times per week. You did not think this would be a problem because Vivian already goes to most of the places Joe needs (i.e. the bank, the grocery store and so on) to go. Because transportation is so important

to Joe, he agreed to pay Vivian a little more than a traditional provider. He thought this would ensure that she was always there for him. You have heard through a friend that Vivian wants more money for what she does. Apparently, as the price of gas has increased, she no longer feels she can provide the services without an increase in payment. Two things concern you at this point: 1) Joe needs to get his transportation stabilized quickly in order to maintain his volunteer position, and 2) Vivian seems to be complaining to people about how much Joe is paying her.

Which answer provides an action plan that is consistent with the tenets of Self-Determination and employs good conflict resolution strategies?

- A. Because Vivian has entered into a contract *with Joe*, I need to approach her and help direct her to bring any concerns she has to Joe (and myself—if Joe desires). He has always been pretty effective at listening; however, I would ask Joe to let me know **before** he verbally changes his agreement with Vivian. In this way, Joe has the opportunity to resolve this on his own if he chooses with the added protection that the contract cannot be changed without my interaction with the fiscal intermediary. I will follow up with Vivian after the meeting (if I am not present) to identify that all issues were resolved.
- B. It is not clear that there is any conflict present at this time. Until Vivian brings any concerns forward to Joe or me, it is wrong to assume I know what is going on or to judge her. Her contract clearly identified what she needed to do if a problem arose; therefore, I would take no action unless she submitted a grievance.
- C. In the contract Vivian signed, she agreed that there would be no changes made to the amount she is paid until the six month review. Since we are only two months in to the contract, I will send her another copy of the contract with that portion highlighted. I will include my business card so that she can call me with any questions. This way, Joe does not run the risk of getting mad at her and he can blame me if she gets mad.
- D. I would personally explain to Vivian the importance of her role in Joe's life. She must not understand that with his limited income and modest resources that she needs to look out for his needs before her own. Yes, she does get paid, but this is a *service* she provides because Joe needs help.